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EXPANSION OF THE USAREUR (US ARMY EUROPE) TRAINING BASE  
USING USAR AND ARMY RETIREE PERSONNEL LIVING IN EUROPE  
(U) ARMY WAR COLL CARLISLE BARRACKS PA C V FORD

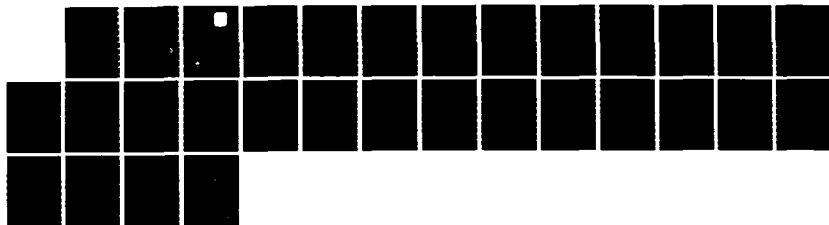
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# STUDY PROJECT

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## EXPANSION OF THE USAREUR TRAINING BASE USING USAR AND ARMY RETIREE PERSONNEL LIVING IN EUROPE

BY

COLONEL C. V. FORD, IN

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## USAWC MILITARY STUDIES PROGRAM PAPER

### EXPANSION OF THE USAREUR TRAINING BASE USING USAR AND ARMY RETIREE PERSONNEL LIVING IN EUROPE

#### AN INDIVIDUAL STUDY PROJECT

by

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7 April 1986

## ABSTRACT

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This study is an analysis of the question of whether Army Reserve and Army Retiree personnel living in Europe can be more effectively utilized to expand the US Army, Europe (USAREUR) training base upon mobilization. Data was gathered using a literature search, review of current USAREUR OPLANS, examination of the Army Reserve Personnel Center (ARPERCEN) personnel master file, and personal interviews with USAREUR and ARPERCEN officials in training, personnel and war planning areas of interest, as well as commanders. The continued austere force structure of the active army in Europe requires that all assets of the Total Force be utilized to meet US commitments to a NATO contingency. There are over 7000 Ready Reservists and Retirees currently living in Europe. The study concludes that maximum pre-mobilization assignment should be made of reservists and retirees to their actual wartime assignment. Further, that all USAR units forward deployed in Europe should be included in any 100,000 call up, under Presidential authority, to support a NATO contingency. Finally, it recommends mobilization use of retirees based on the period of time elapsed since retirement from active duty.

## PREFACE

This Individual Study Project was produced through the patronage of the US Army War College Center for Land Warfare. The general direction of the study was based on a research request from the Office, Chief of Army Reserve.<sup>1</sup> This research paper is designed to support a broader effort to determine best wartime use of Army Reserve schools as a part of the Army Training Base. The author chose to conduct this study due to past experience with USAR Schools, in the Office, Chief of Army Reserve and as a war planner in USAREUR. The author believes that this experience merely assisted in his knowing where to look for answers rather than as a constraint in reaching conclusions. Great assistance was rendered by Colonel John Topper, USAREUR Office of DCSOPS in many consultations and arranging for interviews.

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## CHAPTER I

### INTRODUCTION

The 1970's saw a waning level of support for the US military. As we turned the corner of the decade into the 80's, the Army was asked a question by the new administration and Congress:

"Given the support and priority that the Army seeks, will it be able to rise to the occasion and provide the required capability when called upon?"

The answer propounded in 1981 by General Glenn K. Otis, then DA DCSOPS and now Commander in Chief, US Army Europe(USAREUR), was:

"We will rise to the occasion and be prepared to mobilize, deploy, and fight whenever and wherever required."<sup>2</sup>

### STATEMENT OF THE PROBLEM

This study will be confined to the first two "be prepared" missions stated by General Otis, "mobilize and deploy", as they affect the forward deployed portion of the US Army Reserve (USAR) and retirees, living in Europe. Past studies have focused on the active army wherever it was located, the reserve components in the United States or a combination thereof. The previous omission of a definitive view of the mobilization and use of the Army Reserve in Europe is not surprising since it had remained almost dormant in Europe from 1948 to 1982. New USAR force structure activated in Europe since 1982, better location addresses for Individual Ready Reservists and retirees, and recent advances

in army ability to automate the production of mobilization orders now mandate that the army determine whether the personnel base in Europe is being best utilized for mobilization.

### STUDY APPROACH

A general review was conducted of US wartime personnel replacements and their wartime theater training after mobilization. Particular attention was directed toward the same subject areas in a review of USAREUR operations plans, as well as wartime missions for existing USAR units. The Army Reserve Personnel Center (ARPERCEN) personnel data base was scanned for numbers, location, and grade of non-unit personnel living in Europe. Finally, active and Army Reserve unit commanders and staff officers were interviewed about USAR unit missions and the ARPERCEN Liaison Officer-Europe in regard to non-unit and retiree personnel.

### HISTORICAL BACKGROUND

In order to devise a best use of personnel assets today, we must look backward to see how we have used or misused them in the past. A brief look at the development of new assets, not available in previous wars, is also required.

#### Personnel Replacements and Their Training

During World War I, the US military replacement system almost totally collapsed and follow-on divisions were stripped of individuals for use in front line units.<sup>3</sup> Since then, the US has been the only major military power to rely on a strict

individual replacement system without regard to unit or home area of the individual. Our system is simplistic in execution but in time of heavy combat and casualties, the replacements will receive little or no training in the unit prior to being committed in hostilities.

A partial solution to unit cohesion problems has been attempted in very recent years through implementation of regimental home bases and Project COHORT. This "new manning system" will help develop unit cohesion by stabilizing individuals longer within their unit and allow development of ties to a home base area. A special cohesion problem exists for combat support and combat service support units due to a weak regimental tradition in most units and wide disparity in training time for individual skills, making it difficult to keep individuals together during training.<sup>4</sup>

#### USAR Forward Deployed in Europe

Between 1948 and 1982, the force structure of the US Army Reserve in Europe experienced few changes. Four USAR schools were reduced to two schools, located in Frankfurt and Munich, West Germany, neither having a wartime unit mission. However, in 1982 one new USAR unit was activated and five more units were added to the force structure in 1983, to be stationed in Germany and England. The six additional units were given wartime unit missions. At that time, no provision existed for accessioning in Europe during mobilization, additional non-unit Army Reserve personnel and Army retirees living in Europe. Since then, plans have been implemented for accessioning those personnel

as individual fillers. Current records show that over seven thousand US Army Reserve members and retirees live in Europe. A few hundred are members of Army Reserve units training for wartime missions. Roughly one hundred of these personnel are members of the Army Reserve school located in Frankfurt but conduct classes in 40 or 50 remote sites in Europe. Wartime unit utilization of this school has not been determined. The remaining school in Munich is being deactivated during the formation of the 7th Army Reserve Command (Provisional), a new command and control headquarters in Heidelberg.

## CHAPTER II

### PERSONNEL MOBILIZATION CATEGORIES

The inherent advantage of a European personnel base is that the individuals are already deployed and ready for immediate mobilization, within the constraints of physical condition, personal military qualifications, and training readiness.

#### USAR UNITS WITH WARTIME MISSIONS

There are six Army Reserve units forward deployed in West Germany and one in United Kingdom that currently have wartime missions. These units have approximately 240 authorized personnel and have either planning missions for a CONUS based parent unit or an early mobilization mission within USAREUR to meet surge requirements.

## USAR UNITS WITHOUT WARTIME MISSIONS

There is only one Army Reserve unit forward deployed in Europe without a unit wartime mission. The 3747th USAR School, located in Frankfurt, has a peacetime training role of teaching soldier skill classes, Command General Staff College courses, Officer Branch Advanced classes, and the Warrant Officer Senior course. This school, after mobilization, would be deactivated and the 110 personnel assigned as individual replacements.

## INDIVIDUAL READY RESERVE (IRR)

The Individual Ready Reserve in the European Theater is composed of several categories of soldiers. (See Appendix 1 and 2). The most active group is that of the Individual Mobilization Augmentees (IMA)(formerly known as Mobilization Designees). There are 164 IMA's in Europe assigned to an active Army unit. They are guaranteed two weeks training each year with the unit of assignment and have mobilization orders to that unit upon mobilization.

The largest category of IRR in Europe is Reinforcement, a pool of 2360 soldiers who receive school and special training, as funds are available and training opportunities are identified.

A category known as the Annual Training control group has 1040 soldiers assigned who are obligated to attend a two week annual training tour.

The two remaining groups are extremely small, the Standby and Standby (Inactive), with a combined total of three soldiers

who are not obligated to train and do not participate.

### ARMY RETIREES

The system for contacting retirees in Europe has been dramatically improved in recent years with 3055 retirees currently possessing mobilization orders with assignments to US Army, Europe. The European retiree address roster tape is updated quarterly by ARPERCEN for USAREUR. Only about 10% of the contact letters to retirees are "returned to sender" annually.<sup>5</sup> Retirees in Europe are currently assigned as individual replacements and identified by three categories:

- a. out of service five years or less
- b. out of service more than five years, under age 60
- c. over age 60

## CHAPTER III

### USAREUR MOBILIZATION NEEDS

Due to constrained personnel resources in Europe, most USAREUR mobilization needs must be met by US reinforcement. There are two general categories of units that can be readily identified as surge requirements that must be met through utilization of in-theater resources. Those categories are personnel replacement processing and COMMZ training units. Current plans require utilization of active army assets to constitute the required units very soon after mobilization.

## CHAPTER IV

### USAREUR TRAINING

The primary task of all Army commanders in peacetime is to train their soldiers for war. That training may be generally classed as three types: individual, team or crew, and unit or organizational. The first two types, individual and team/crew will be partly accomplished in the US and by the unit in local training areas (LTA) and maneuver rights areas (MRA). A full integration of unit/organizational training for combat arms units with support by associated CS and CSS units must take place in Germany in one of the major training areas (MTA) controlled by Seventh Army Training Command (7ATC). The USAREUR command responsible for training support is 7ATC. The MTA controlled by 7ATC are located at Grafenwoehr, Hohenfels, and Wildflecken.<sup>6</sup>

In event of a NATO contingency, wartime training in USAREUR will be limited and perhaps conducted very near combat areas. The extent of in-theater training required will be determined by length of advance warning of hostilities, status of new equipment training, training readiness of US reinforcing units, training level of new recruit individual combat replacements, and skill retention of pre-trained Reserve individual replacements. The role of 7ATC rapidly changes from training support at MTA's to that of "master trainer" in charge of operation of the Wartime Training Center(s), completion of new equipment training,

dispatching mobile training teams to conduct on-site training required by units and arriving individual replacements in route to assigned units.

## CHAPTER V

### US TRAINING BASE EXPANSION WITH USAR UNITS

Institutional training in the US during wartime will be expanded rapidly to meet the needs of the Army. The training base will be expanded through use of the twelve Army Reserve training divisions which have infantry, armor, and artillery training missions at Army Training Centers. Two separate training brigades have medical and military police missions. These divisions and brigades will be complemented by 89 USAR schools which will directly support new or expanded Army Training Centers. Recalled retirees and civilians with appropriate skills will expand the Center staffs.

## CHAPTER VI

### DISCUSSION

In reviewing the information presented thus far in this study, it appears there is an under-utilized and pre-trained soldier resource, the seven thousand Individual Ready Reservists and Army Retirees. This in-theater resource did not exist prior to past armed conflicts, in a recognizable or usable form. US Army troops and civilians were not located on the European continent in the numbers present today. Modern automatic data



processing permits faster tracking of changes of address and personnel data facts on the IRR and retirees. Automation now permits pre-assignment of soldiers to fill particular unit positions upon mobilization and the mass production of their mobilization orders which require reporting within 24 hours, seven days or whatever the contingency requires.<sup>7</sup>

Due to rotation of soldiers to the US with family members, change of civilian jobs, individual civilian job demands and other variants, not all IRR or retirees are available to be assigned to USAR unit positions requiring weekly or monthly participation. However, the rapidity with which the available positions in newly formed European USAR units were filled indicates a continued strong IRR interest in unit positions.

The universal assumption among trainers is that there is some skill atrophy in the training readiness of soldiers after discharge, transfer to the IRR or even to a USAR unit, due to fewer training opportunities when not on active duty. The exact measure is dependent on the particular soldier skill, type and frequency of training after leaving active duty, elapsed time after discharge and other influences which all contribute to skill decay. Optimum peacetime assignments of soldiers are in positions that will best prevent or delay skill decay. If the soldier is a retiree, the premobilization assignment should consider age, previous skill and time since retirement.

In the US, the primary role designated for retirees is in rapid expansion of the army training base, utilizing their years

of experience as trainers. Expansion of the training base in the US is markedly dependent on the Army Reserve, from reception stations to Army Training Centers run by USAR training divisions and brigades, assisted by USAR schools. A smaller version of that capability exists in USAREUR USAR units, which include one replacement regulating detachment, one USAR school, the newly formed 7th Army Reserve Command (ARCOM)(Provisional) as a command and control headquarters with a wartime training mission (formed in major part from the former 3745th USAR School in Munich).

Prior to reaching the training structure of USAREUR, individual replacements must traverse the personnel replacement system. In USAREUR, due to the very lean support structure, serious inadequacies in the personnel replacement system will develop rapidly after mobilization. With other demands on the US reinforcement system, personnel replacement units must be formed "out of hide", thereby diminishing combat power of forward deployed units at a crucial time. Non-unit USAR and retiree personnel in theater can fill that void during the critical surge period much quicker than CONUS units can arrive. If formed into TOE units during peacetime, they can be better trained than active component soldiers picked at random to form ad hoc personnel replacement units. The 454th Replacement Regulating Detachment (RRD) is a USAR unit located in a Frankfurt suburb. The 454th RRD is supported administratively and logistically by the 7th Army Reserve Command (Provisional) in Heidelberg and is under the operational control for training of an active unit in

Frankfurt, the 21st Replacement Battalion. The training of the 454th RRD is as near as possible to its wartime assignment in USAREUR.<sup>8</sup> Two years of experience with the 454th RRD has shown it to be a type of unit that can be developed from IRR personnel assets, supported by existing USAR force structure and trained by its active duty wartime gaining command.<sup>9</sup> This arrangement produces an in-theater mobilization surge asset with minimal active unit adverse impact. There is no end strength charge against strength in Europe, except for one full-time manning support individual for an RRD. In-theater MOS training or re-training is accomplished, as necessary, using the existing 3747th USAR School in Frankfurt. Its staff can be expanded to accomplish peacetime training as it is required, on site or at the school.<sup>10</sup> An appropriate wartime mission should be developed which utilizes the senior instructional personnel, many of which are multilingual.

Finally the role of 7ATC is a difficult one in peacetime, with its assets spread over several MTA's and supporting MTT's. In wartime, the demands increase as ongoing unit training must quickly cease, except for new equipment training, and attention be paid to developing marshalling area control groups, mobile training teams, personnel replacement assets and restructuring to meet Wartime Training Center requirements, much as the Army Training Centers must do in CONUS.<sup>11</sup>

## CHAPTER VII

### CONCLUSIONS

It must be concluded that a viable pre-trained military manpower pool exists in Europe that currently is not a part of the US military unit force structure. Best use of this manpower pool would be in pre-mobilization assignment to an Army Reserve unit for regular peacetime training to insure M Day availability for USAREUR mobilization surge requirements. Rapid identification of a tentative location for a new USAR unit can be determined by using the ARPERCEN data base information as in the samples at Appendix 3 and 4. Final decisions would be made after specific review of individual skills and ranks present in individuals living in or within commuting distance of a tentative location. The next best use for the remainder of the IRR population would be in preassignment against mobilization requirements as often as possible in Individual Mobilization Augmentee positions to insure at least annual training in their specific wartime assignment.

Current policy in USAREUR to indiscriminately utilize all retirees as individual replacements fails to consider the various classifications of retirees, subsequent variation in ability to perform in wartime, skill decay, and their probable universal skills as trainers due to vast experience. USAREUR should maximize retirees use in preassignment to rapid expansion of the USAREUR training base after mobilization.

The 3747th USAR School is being effectively used in peacetime but valuable time would be lost in wartime by mobilizing the unit, disbanding it and transporting the personnel to a replacement battalion for assignment. The best use of an instructor is in training---end result---probable assignment to the Wartime Training Center.

An additional conclusion is that USAR force structure increases should be strongly encouraged in USAREUR as a cost effective approach to preparing for mobilization and training base expansion in Europe. In a time when active end strength is remaining stable, the Congress has remained willing to grant Reserve Component end strength increases. As in the US, a major use of the USAR in Europe should be in replacement reception and training. The USAR command and control, administrative and logistical support overhead is already in place. A master plan can be developed which will add all additional M Day force structure needed in replacement reception and training roles through new USAR units. All funding would come through Army Reserve channels in the form of Reserve Personnel, Army (RPA), Operation and Maintenance, Reserve(OMAR) or open allotment funds.

Finally, the role developed for the Army Reserve under command of the 7th ARCOM(Provisional) should be one which complements, is subordinate to, and supports the wartime mission of Seventh Army Training Command.

## CHAPTER VIII

### RECOMMENDATIONS

1. Recommendations for force structure additions to the US Army Reserve in the USAREUR theater of operations fall into several categories and are listed below in priority of importance.

- a. TOE units required in USAREUR within first ten days of mobilization to expand the training base.
- b. TDA units required to add critical skills to low ALO USAREUR active component units.
- c. Planning cells for US based USAR units with NATO contingency mission.
- d. Other units required within 30 days of mobilization.

2. Recommend that USAR units of the following types, which fall into category 1 above, be programmed in TAA 93 to be activated in USAREUR under command of the 7th ARCOM(Provisional) and operational control of their wartime gaining command.

- a. Personnel Replacement Battalions (PRB)
- b. Replacement Regulating Detachments (RRD)

3. Recommend that USAR units of the following types, which fall into category 2 above, be programmed in TAA 93 for activation in USAREUR under command of the 7th ARCOM(Provisional) and under operational control of their wartime gaining command.

- a. Personnel Replacement Battalion Training Teams
- b. Marshaling Area Control Groups and Teams

4. Strongly recommend that above initiatives be developed to concept plans which support current operation plans for a NATO contingency and further than the development of concept plans be expedited to meet the deadline for TAA 93 submission in summer of 1986.

5. Recommend that USAREUR policy toward retirees recall be continued in use of retirees, out of service less than five years, as individual replacements but that the policy be changed to pre-assign retirees out of service more than five years, but of age less than 60, to a Wartime Training Center in USAREUR. They could be cross-leveled, if too many, into one of the subordinate training elements by the Center commander.

6. Recommend that the 3747th USAR School be assigned a war-time mission in support of a Wartime Training Center in the same manner as is done in expansion of the US training base.

7. Recommend that a maximum number of Reserve Training Units (RTU) be formed by 7th ARCOM (Provisional), in an attached basis, to train for retiree points only. Their paid annual training should be in support of a USAREUR active component unit mission. The RTU(s) would serve as a holding unit until a concept is developed and additional USAR end-strength authorized to add the unit as a paid drill unit.

8. A final recommendation is that mobilization of the 7th ARCOM (Provisional) be as early as possible, so that it can perform the administrative command and control functions required in mobilization of other USAR units, perform functions to support

early requirements for establishment of a Wartime Training Center,  
and administer the IMA recall.



## ENDNOTES

1. Albert E. Bryant, MAJ, Office, Chief of Army Reserve, letter to US Army War College, 10 October 1985.
2. Glen K. Otis, Gen., "Keeping Mobilization on the Front Burner," Army, October 1981, p. 150.
3. J.P. Glasgow, Jr., LtCol, USMC, "For Faithful Service," Marine Corps Gazette, September 1985, p. 39.
4. "New Manning System Aims at Stability," Army, February 1983, pp.20-21.
5. Interview with John Hemphill, LTC, 1st Personnel Command, Schwetzingen, West Germany, 4 February 1986.
6. United States Army, Europe, and Seventh Army, USAREUR Regulation 350-1, pp. 2-9.
7. Interview with Terry Bradley, LTC, Army Reserve Personnel Center-Europe Liaison Office, Heidelberg, West Germany, 7 February 1986.
8. Interview with John Wood, LTC, 21st Personnel Replacement Battalion, Frankfurt, West Germany, 3 February 1986.
9. Interview with John Topper, COL, US Army, Europe, Office of Deputy Chief of Staff, Heidelberg, West Germany, 6 February 1986.
10. Interview with Robert Dow, COL, 3747th US Army Reserve School, Frankfurt, West Germany, 2 February 1986.
11. Interview with Norman Ballist, Jr., CPT, 7th Army Training Command, Operations(Plans), Grafenwoehr, West Germany, 5 February 1986.

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- Bradley, Terry, LTC. Army Reserve Personnel Center-Europe Liaison Office. Personal Interview. Heidelberg, West Germany: 7 February 1986.
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- Dow, Robert, COL. 3747th US Army Reserve School. Personal Interview. Frankfurt, West Germany: 2 February 1986.
- Glasgow, J.P., LtCol, USMC. "For Faithful Service," Marine Corps Gazette, September 1985, p. 39.
- Hemphill, John, LTC. 1st Personnel Command. Personal Interview. Schwetzingen, West Germany: 4 February 1986.
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- Topper, John, COL. US Army, Europe, Office of Deputy Chief of Staff. Personal Interview. Heidelberg, West Germany: 6 February 1986.
- United States Army, Europe, and Seventh. USAREUR Regulation 350-1: Training: USAREUR Training Directive. USAREUR Printing Office: 20 December 1983.
- Wood, John, LTC. 21st Personnel Replacement Battalion. Personal Interview. Frankfurt, West Germany: 3 February 1986.

# A P P E N D I X I

## ARPERCEN LIAISON OFFICE, EUROPE RESERVE PERSONNEL BY CONTROL GROUP AND GRADE

AS OF 31 OCTOBER 1985

OFFICERS										
USAR CONTROL GROUP	TOTAL OFFICER	GEN OFF	COL	LTC	MAJ	CPT	1LT	2LT	CWO	WO
IMA	125	0	12	16	55	32	5	1	4	0
REINFORCEMENT	890	0	16	50	175	406	155	15	70	3
ANNUAL TRAINING	77	0	0	0	2	9	33	31	2	0
STANDBY	1	0	0	0	0	0	0	1	0	0
STANDBY(INACTIVE)	2	0	0	0	1	1	0	0	0	0
TOTAL NON-UNIT	1095	0	28	66	233	448	193	48	76	3

DOES NOT INCLUDE AGR OR TPU PERSONNEL.

SOURCE: ARPERCEN PERSONNEL MASTER FILE (CMCD 0400)

# A P P E N D I X II

## ARPERCEN LIAISON OFFICE, EUROPE RESERVE PERSONNEL BY CONTROL GROUP AND GRADE

AS OF 31 OCTOBER 1985

ENLISTED										
USAR CONTROL GROUP	TOTAL ENLISTED	CSM SGM	1SG MSG	SFC	SSG	SGT	CPL SP4	PFC	PV2	PV1
IMA	39	2	8	8	8	10	3	0	0	0
REINFORCEMENT	1470	1	6	32	100	336	831	121	26	17
ANNUAL TRAINING	963	0	0	1	2	18	296	420	153	73
STANDBY	0	0	0	0	0	0	0	0	0	0
STANDBY(INACTIVE)	0	0	0	0	0	0	0	0	0	0
TOTAL MALE	917	3	11	36	73	192	419	105	38	40
TOTAL FEMALE	1555	0	3	5	37	172	711	436	141	50
TOTAL NON-UNIT	2472	3	14	41	110	364	1130	541	179	90

DOES NOT INCLUDE AGR OR TPU PERSONNEL.

SOURCE: ARPERCEN PERSONNEL MASTER FILE (CMCD E950)

# A P P E N D I X   I I I

## ARPERCEN LIAISON OFFICE, EUROPE NON-UNIT ARMY RESERVE STRENGTH BY COUNTRY

Location	Total	Officer	Enlisted
Austria	3	3	0
Bahrain	2	0	0
Belgium	27	10	17
Central African Republic	1	1	0
Cyprus	2	1	1
Denmark	2	1	1
Egypt	10	9	1
England	61	39	22
Finland	2	2	0
Germany	2848	736	2112
Greece	14	6	8
Greenland	2	0	2
Iceland	2	1	1
Iran	2	2	0
Ireland	6	4	2
Israel	13	10	3
Italy	87	26	61
Jordan	2	1	1
Kenya	4	4	0
Kuwait	2	2	0
Liberia	1	0	1
Morocco	1	1	0
Netherlands	21	10	11
Nigeria	3	3	0
Norway	9	7	2
Oman	2	2	0
Saudi Arabia	146	122	24
Scotland	4	4	0
Somalia	1	1	0
South Africa	7	7	0
Spain	13	8	5
Sudan	1	0	1
Sweden	5	4	1
Switzerland	13	9	4
Turkey	13	4	9
United Arab Emirates	7	4	3
Zaire	5	4	1
In-Transit from CONUS	65	4	61
Unidentifiable/No Address	145	32	113
TOTALS:	3,568	1,096	2,472

Source: ARPERCEN Personnel Master File

# A P P E N D I X IV

## ARPERCEN LIAISON OFFICE, EUROPE NON-UNIT ARMY RESERVE STRENGTH BY GERMAN CITY (PARTIAL LISTING)

Location	Total	Officer	Enlisted
Ansbach	46	11	35
Augsburg	109	23	86
Berlin	114	34	80
Bremerhaven	27	9	18
Frankfurt	176	80	96
Giessen	42	8	34
Heidelberg	123	70	53
Heilbronn	33	6	27
Kaiserslautern	67	19	48
Karlsruhe	42	6	36
Mainz	43	10	33
Mannheim	59	8	51
Munich	28	9	19
Nurnberg	46	10	36
Stuttgart	71	24	47
Ulm	13	10	3
Wiesbaden	52	14	38
Zweibrucken	36	17	19

Source: ARPERCEN Personnel Master File

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